



DEPARTMENT OF THE NAVY
NAVY AIR AND MISSILE DEFENSE COMMAND
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IN REPLY REFER TO
NAMDCNOTE 3030
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NAMDC NOTICE 3030

From: Commander, Navy Air and Missile Defense Command

Subj: NAVY AIR AND MISSILE DEFENSE COMMAND'S 2012 STRATEGIC GUIDANCE

Ref: (a) NAMDCNOTE 3030 of 15 Feb 11

1. Purpose. To provide the mission, vision, and 2012 strategic planning guidance for the Navy Air and Missile Defense Command (NAMDC).

2. Background.

a. NAMDC's direction since establishment has been driven by the stand-up guidance provided by the Chief of Naval Operations (CNO Message 112000Z MAY 2009) and Commander, Third Fleet (C3F Message 292140Z MAY 2009). My initial Strategic Guidance (NAMDCNOTE 3030 dtd 15 Feb 2011), the CNO's leadership guidance (CNO Message 231545Z SEP 2011/NAVADMIN 284/11), and C3F guidance dtd 4 Oct 2011 have served to further refine the command's strategic direction, priorities, and objectives. As we enter our third full year of operation the NAMDC staff conducted a series of working groups to discuss and update the command's strategic direction and associated priorities and objectives.

b. This notice updates reference (a), providing a re-statement of NAMDC's mission, my vision, guiding principles, and priorities, and will serve as the framework for the coming year for all planning and execution throughout the command to achieve NAMDC's mission and my vision. The mission, vision, and guiding principles remain largely unchanged. However, the priorities and goals have been updated to reflect a sharpening of our focus as we better define our products and services going forward.

3. Action. Read this guidance in its entirety and discuss it at all levels of the staff so we all share a common baseline in defining the best ways to accomplish the tasks and challenges

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that we face in 2012. This guidance does not represent a course change. I think we have had it about right for our first two years as we focused our efforts and relatively limited resources on establishing NAMDC as the Navy's Integrated Air and Missile Defense (IAMD) Center of Excellence (COE), and earned recognition as the acknowledged touchstone for Navy IAMD operational planning. We expanded our operational role as we created, in partnership with other activities, validated Ballistic Missile Defense (BMD) mission packages in direct support of forward deployed numbered fleet commanders and deployed BMD ships. We have achieved our full staffing complement, identified and had validated by the USFF Manpower Analysis Team the need for additional resources, and made significant facilities investment and improvement. The Navy Ballistic Missile Defense Enterprise (NBMDE) Secretariat facilitated on time execution of European Phased Adaptive Approach (EPAA) Phase I and received universal consensus for continuation of the Enterprise. We delivered our second annual IAMD wholeness brief to the CNO, providing well received and actionable recommendations, and delivered our third Fleet-endorsed Integrated Priority Capabilities List (IPCL).

This guidance recognizes these accomplishments and successes of the past two years and provides my vision, principles and priorities to leverage this momentum as we move forward into our third year of operations.

4. Mission.

a. Provide IAMD operational support to the Fleet. Assess, integrate and synchronize across the Doctrine Organization, Training, Material, Leadership, Personnel and Facilities (DOTMLPF) spectrum of Navy's IAMD efforts; through interfaces with the Operational Commands, resource sponsors, System Commands, research organizations, doctrine developers, training organizations and other COEs as Navy's lead organization for Naval, Joint and Combined Integrated Air and Missile Defense.

b. NAMDC's mission articulates and confirms our continuing contribution and role in achieving the Navy's Maritime Strategy and our leadership and responsibility in executing CNO's guidance for 2012 and beyond.

5. Vision. NAMDC is recognized by Navy, Joint and inter-Agency stakeholders as Navy's COE and lead point for Navy IAMD matters. In that capacity, NAMDC will advance Navy's IAMD warfighting capabilities and readiness by working across command echelons

within Navy, with Joint, inter-Agency and coalition stakeholders. NAMDC's focus and efforts are aligned and fully supportive of CNO's 2011 Guidance, in particular CNO's first focus area - to continue to be the most dominant, ready and influential naval force, globally and across all naval missions.

6. Guiding Principles. These key eight tenets have not changed as they have served NAMDC well over the last year and are enduring. They define and provide a roadmap for achieving our mission and vision. Intrinsic to the effective application of these principles is an imperative for continuous staff development through both formal (class room, conferences, command Subject Matter Expert (SME) program) and informal (brown bag sessions, one-on-one mentoring) staff training.

a. Fleet Alignment, Advocacy and Support. It is imperative that NAMDC remain attuned to the needs of our primary customer - the Fleet. We will focus on understanding and advocating their requirements to ensure Navy's limited resources are applied where they will provide the most return on investment in achieving warfighting capabilities and readiness.

(1) Enablers:

- (a) Warfighter Improvement Process.
- (b) Waterfront engagement.
- (c) BMD Enterprise and Interoperability Solutions

Group.

- (d) Senior Leader Engagement Forums.
- (e) Insight and engagement in budget processes.
- (f) Close coordination with other IAMD stakeholders.
- (g) Operational Mission Support Room (MSR).

b. Recognized Expertise. All members of the staff, be they military, civilian or contractor, must be masters within their respective area of focus. The IAMD domain is constantly changing as both U.S. and adversary capabilities evolve. The NAMDC staff will stay abreast of these changes and be recognized across the Navy and Joint communities as the subject matter experts to engage in Navy IAMD matters.

(1) Enablers:

- (a) Know Fleet's planning factors and assumptions.
- (b) Professional and personal excellence.
- (c) Focus area expertise.
- (d) Understanding of IAMD.
- (e) Consistent waterfront engagement.

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(f) Participation in Fleet Exercises and IAMD Fleet Training as it applies to IAMD.

(g) Command SME Program.

c. Warfighting Focus. The threat of adversary air and missile attack on the U.S. Homeland, our deployed forces, and regional partners is real. NAMDC will act as the Navy's honest broker across the DOTMLPF spectrum to identify and champion superior technologies, capabilities, and processes that will equip Navy warfighters with the capabilities to respond decisively to the entire range of air and missile threats.

(1) Enablers:

- (a) Staff experience.
- (b) Innovation and technology.
- (c) New concept development.
- (d) Understanding current capabilities.
- (e) Understanding the threat.
- (f) Expertise in operational planning tools and processes.
- (g) Command SME program.
- (h) Direct involvement in fleet exercises.

d. Credibility of Product. All products generated by NAMDC will be actionable, timely, well researched, staffed through the correct stakeholders, and - most importantly - answer the question or issue that was posed. While timeliness is important, in almost all cases it is preferable to request a delay of suspense date than forward an inferior product.

(1) Enablers:

- (a) Brevity and clarity.
- (b) Research-based knowledge.
- (c) Know the Navy position.
- (d) Understand opposing points of view.
- (e) Trade-offs and ranges of options.
- (f) Understand resources and total costs.
- (g) Command SME Program.

e. Timely and Decisive Action. The nature of our work and the deadlines imposed on us will not usually afford us an opportunity to get to the 100% solution. Apply your judgment and experience to know when you are at the "right" answer and move out.

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(1) Enablers:

- (a) Subject Matter Expertise.
- (b) Knowledge of tasking.
- (c) Understand expectations.
- (d) Experience-based judgment.
- (e) Challenge assumptions.
- (f) Know planning factors.

f. Joint and Partner Engagement. The Navy will never have the capability or capacity to execute the IAMDC mission on its own. Additionally, the nature of 21st Century warfare drives us to be fully interoperable with our sister services, and - where appropriate - our regional and coalition partners. NAMDC will engage with and synchronize activities with Joint and International IAMDC stakeholders.

(1) Enablers:

- (a) Understand IAMDC Governance structure.
- (b) IAMDC community partnerships and stakeholders.
- (c) Joint education, training, opportunities and venues.
- (d) Understand coalition and Allied IAMDC capabilities.
- (e) Participate in relevant Joint and Coalition exercises.

g. Workforce Development. As a relatively small organization, we will probably always have more demands placed on us than we have resources available. To offset this, we will invest in the personal and professional development of our NAMDC Team to increase our individual and collective capabilities. Know your people. Honestly evaluate their capabilities and look for opportunities to broaden them through training and exposure to new venues.

(1) Enablers:

- (a) Open communication.
- (b) Professional training.
- (c) Off duty education.
- (d) Key conferences and symposia.
- (e) Command SME program.
- (f) Quality of Life measures for staff members.

h. Professionalism and Ethics. Every member of NAMDC staff, whether military, civilian or contractor will be held to the highest standard of personal and professional ethics. In

most cases there is a right way and a wrong way to proceed. If you are unsure, seek more information before acting or seek guidance from your supervisor.

(1) Enablers:

- (a) Situational awareness.
- (b) Open communications.
- (c) Research and awareness.
- (d) Deliberate approach.

(2) These principles will aid us in accomplishing our mission and be consistent with last year's efforts to build on our successes. Our actions will define and articulate how we are viewed as Navy's IAMD COE; and reaffirm our importance and value to achieving Navy's Maritime Strategy.

7. Priorities. My priorities in the coming year are designed to take my vision for NAMDC to the next level by defining those actions we need to take to achieve the vision. These are largely consistent with the groundwork we laid over the past two years, and allow us to continue to measure our progress in achieving NAMDC's mission and contribution to Navy's Maritime Strategy.

The following presents my vision, by functional area, of what I want NAMDC to be in 1 to 3 years, with those underpinning actions required to achieve that vision.

a. Training. NAMDC recognized as the provider of elite (PhD level) Air and Missile Defense (AMD) training and as the training and assessment standard bearer. To achieve this vision we will:

(1) Develop and provide elite level AMD Training.

(a) Pilot a NAMDC developed and led Air and Missile Defense Commander (AMDC) course targeted at AMDC, Strike Group, Maritime Operations Center and Command Task Force IAMD level staffs (N7).

(b) Drive reestablishment of the Force Air Defense Operator's Course (N7).

(c) Develop and pilot a Link Management and Monitoring Tool (LMMT) operator's course and provide offerings pending establishment of the formal Program of Record (N7).

(2) Develop and maintain training and assessment standards.

(a) Continue to refine IAMD standards to include multi-TADIL networks (N7).

(b) Remain aligned and synchronized with the Naval Fire Control Systems and Type Commanders to ensure standardized assessment processes (N7).

(3) Support Tactical Development and Evaluation with a specific focus on Training System development and Accelerated Mid-term Inter-operability Improvement Project (AMIIP) effort (N7).

b. Operations. NAMDC recognized as a key and contributing member of the operational level warfare team for AMD. To achieve this vision we will:

(1) Achieve operational relevance in support of 5th, 6th and 7th Fleets.

(a) Participate in at least two major exercises and one specialized exercise (i.e., Operation Neptune Scissors) as a reach back cell in the MSR, monitoring chat, networks and integrating into supported staff battle rhythm (N3).

(2) Complete MSR outfitting and achieve full operational capability (N6).

(3) Complete development and publish MSR Standard Operating Procedures (N3/N6).

(4) Identify and train Liaison Officers to augment fleet staffs during time of increased tensions (N3).

c. Doctrine. Designated Navy-wide lead for AMD concept and doctrine development. To achieve this vision we will:

(1) Establish significant involvement in implementation of the Air Sea Battle concept (N5).

(2) Complete three Concept of Operations (CONOPs) documents. Candidate documents include NIFC-CA Warfighting, IAMD Wholeness, and AA Warfighting CONOPS (N5).

(3) Develop and promulgate the AMD Planning Guide (N5).

(4) Deliver the Navy Tactical Data Link (TDL) Strategy CONEMP (N6).

(5) Plan and execute at least one Table Top Exercise event featuring CTF IAMD play exercising TACON/OPCON of forces (N3/N5).

d. Experimentation. Key driver of IAMD S&T. To achieve this vision we will:

(1) Take ownership of the OPNAV Sea Shield Integrated Product Team Theater Air and Missile Defense Sub-Integrated Product Team (N9).

(2) Execute Black Dart 12 as Navy event lead (N9).

(3) Develop and promulgate NAMDC Experimentation Plan (N9).

(4) Assist in planning and execution of one JIAMDOSponsored exercise event (N9/N6).

e. Assessments and Requirements. Recognized expert/lead of IAMD assessment across DOTMLPF; the hallmark of Wholeness assessment. To achieve this vision we will:

(1) Develop and codify a repeatable recurring assessment process (N8).

(2) Review, standardize and validate Measure of Performances and Measure of Effectiveness (N7).

(3) Identify and define cornerstone metrics (N8). Define NAMDC's cornerstone event (N8).

(4) Establish the NAMDC assessment process and cornerstone metrics for Material Readiness (N4).

f. Networks and Communications. Recognized fleet advocate on air and missile defense systems and C3I designs. To achieve this vision we will:

(1) Collect and formalize Joint TDL Gateway requirements; facilitate follow-on TDL Gateway summit in the Spring timeframe (N6).

(2) Take primary responsibility for Navy participation in C2BMC Tri-Service Working Group (N6).

(3) Coordinate Navy Regional BMD Architecture policy with STRATCOM/JFFC-IMD (N6).

(4) Complete the LMMT SOP (N6).

(5) Monitor AMIIP through execution to ensure performance improvements are achieved (N6).

g. Personnel. Exercise influence for key AMD personnel. To achieve this vision we will:

(1) Improve coding of Joint Interface Control Officer (JICO) and BMD SCP billets (N1).

(2) Develop and drive implementation of JICO course improvements (N7).

(3) Follow Track Data Coordinator (N7).

(4) Plan and execute a BMD Specialty Career Path event for the Surface Naval Association Symposium (N5).

(5) Develop an overview for Joint Interface Control Officer management and deliver to PERS-3 (N7/N1).

(6) Coordinate an OPNAV (N1) visit to NAMDC.

h. Enterprise. Advocate the expansion of the Navy BMD Enterprise to encompass all things BMD. To achieve this vision we will:

(1) Revise the Enterprise chartering documents to become all inclusive and route for Vice Chief Naval Operations approval (Exec Sec).

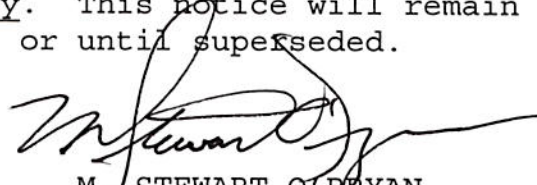
(2) Coordinate Navy representation in Joint and Coalition venues (Exec Sec/N5).

8. The Chief of Staff shall coordinate our efforts across the Navy and Joint Community to use processes, venues and assessments to continue our progress in achieving NAMDC's mission.

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9. As in previous years, our success will be measured by our actions. Our interaction with the fleet, our support of Navy leadership, and the quality of our products will be the yardstick by which we are measured. Your leadership and involvement in every aspect of our endeavors is critical to our success in 2012 and our continued recognition as Navy's IAMDCOE.

10. Cancellation contingency. This notice will remain in effect until 31 January 2013 or until superseded.



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Distribution:
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